

## 012 - COMMUNITY SERVICES AGENCY

### Operational Summary

#### Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

#### Strategic Goals:

- To provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.
- Match Orange County workforce skills and abilities with employer workforce needs.
- Ensure that Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled.
- Promote inter-group understanding; eliminate prejudice, intolerance and discrimination; and facilitate the peaceful resolution of disputes.
- Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County, including but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, seniors, and other at-risk or homeless populations in Orange County.

#### Key Outcome Indicators:

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>ESTABLISH BASELINE LEVEL FOR CUSTOMER SATISFACTION OF OLDER ADULTS PROGRAMS AND STAFF SUPPORT.</b> <b>What:</b> Survey measures the level of satisfaction with services provided by OoA's contract vendors. <b>Why:</b> Helps identify the level of service OoA programs provides to older adults.	Establish baseline customer satisfaction levels for services and support provided by OoA.	Continue to meet and survey service providers to identify current customer satisfaction levels, with the objective of improving areas that do not meet minimum levels.	This is a new performance measure and HCS will another year of information to make relative comparisons.

## 012 - Community Services Agency

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Licenses, Permits & Franchises	\$ 584,559	\$ 0	\$ 322,116	\$ 0	\$ (322,116)	-100.00%
Revenue from Use of Money and Property	26	0	0	0	0	-100.00
Intergovernmental Revenues	10,273,200	11,780,213	11,355,632	11,015,470	(340,162)	-2.99
Charges For Services	781,775	97,246	477,693	0	(477,693)	-100.00
Miscellaneous Revenues	3,015	92,477	79,768	125,862	46,094	57.78
Other Financing Sources	37,800	1,429,869	601,511	0	(601,511)	-100.00
<b>Total Revenues</b>	<b>11,680,374</b>	<b>13,399,805</b>	<b>12,836,720</b>	<b>11,141,332</b>	<b>(1,695,388)</b>	<b>-13.20</b>
Salaries & Benefits	5,031,408	5,280,702	4,618,550	5,281,582	663,032	14.35
Services & Supplies	2,557,112	3,748,685	2,630,156	4,695,130	2,064,974	78.51
Services & Supplies Reimbursements	(2,461,794)	(3,180,810)	(2,487,387)	(4,651,427)	(2,164,040)	87.00
Other Charges	12,399,984	16,833,389	13,653,375	12,758,399	(894,976)	-6.55
Other Financing Uses	60,000	42,436	0	0	0	0.00
Intrafund Transfers	(2,718,879)	(6,305,524)	(3,096,668)	(3,930,469)	(833,801)	26.92
<b>Total Requirements</b>	<b>14,867,831</b>	<b>16,418,878</b>	<b>15,318,026</b>	<b>14,153,215</b>	<b>(1,164,811)</b>	<b>-7.60</b>
<b>Net County Cost</b>	<b>\$ 3,187,457</b>	<b>\$ 3,019,073</b>	<b>\$ 2,481,306</b>	<b>\$ 3,011,883</b>	<b>\$ 530,577</b>	<b>21.38%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Administration:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Charges For Services	\$ 0	\$ 65,600	\$ 0	\$ 0	\$ 0	0.00%
Miscellaneous Revenues	2,048	0	1,342	0	(1,342)	-100.00
<b>Total Revenues</b>	<b>2,048</b>	<b>65,600</b>	<b>1,342</b>	<b>0</b>	<b>(1,342)</b>	<b>-100.00</b>
Salaries & Benefits	160,736	0	0	0	0	-100.00
Services & Supplies	81,012	308,155	268,740	1,911,016	1,642,276	611.10
Services & Supplies Reimbursements	0	(59,838)	0	(1,685,616)	(1,685,616)	0.00
Other Financing Uses	0	42,436	0	0	0	0.00
Intrafund Transfers	(59,033)	0	(44,891)	0	44,891	-100.00
<b>Total Requirements</b>	<b>182,715</b>	<b>290,753</b>	<b>223,849</b>	<b>225,400</b>	<b>1,551</b>	<b>0.69</b>
<b>Net County Cost</b>	<b>\$ 180,667</b>	<b>\$ 225,153</b>	<b>\$ 222,507</b>	<b>\$ 225,400</b>	<b>\$ 2,893</b>	<b>1.30%</b>

### Final Budget Summary of Community Advocacy:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Intergovernmental Revenues	\$ 158,805	\$ 156,945	\$ 112,870	\$ 156,945	\$ 44,075	39.04%
Charges For Services	0	31,646	15,324	0	(15,324)	-100.00
Miscellaneous Revenues	21	89,981	70,000	125,862	55,862	79.80
<b>Total Revenues</b>	158,826	278,572	198,194	282,807	84,613	42.69
Salaries & Benefits	1,431,138	1,429,788	1,291,307	1,439,840	148,533	11.50
Services & Supplies	366,531	451,392	386,096	478,045	91,949	23.81
Intrafund Transfers	(96,088)	0	(35,028)	0	35,028	-100.00
<b>Total Requirements</b>	1,701,581	1,881,180	1,642,376	1,917,885	275,509	16.77
<b>Net County Cost</b>	\$ 1,542,755	\$ 1,602,608	\$ 1,444,182	\$ 1,635,078	\$ 190,896	13.21%

### Final Budget Summary of Office on Aging:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Revenue from Use of Money and Property	\$ 26	\$ 0	\$ 0	\$ 0	\$ 0	-100.00%
Intergovernmental Revenues	9,860,617	11,349,224	11,040,383	10,645,697	(394,686)	-3.57
Miscellaneous Revenues	735	0	101	0	(101)	-100.00
Other Financing Sources	37,800	0	0	0	0	0.00
<b>Total Revenues</b>	9,899,177	11,349,224	11,040,484	10,645,697	(394,787)	-3.57
Salaries & Benefits	1,636,714	1,893,722	1,566,251	1,903,077	336,826	21.50
Services & Supplies	938,083	1,297,463	932,038	931,300	(738)	-0.07
Other Charges	10,502,228	15,196,620	11,771,196	11,784,761	13,565	0.11
Intrafund Transfers	(1,763,824)	(5,879,252)	(2,426,496)	(2,866,036)	(439,540)	18.11
<b>Total Requirements</b>	11,313,201	12,508,553	11,842,988	11,753,102	(89,886)	-0.75
<b>Net County Cost</b>	\$ 1,414,024	\$ 1,159,329	\$ 802,504	\$ 1,107,405	\$ 304,901	37.99%

### Final Budget Summary of Special Programs:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Licenses, Permits & Franchises	\$ 584,559	\$ 0	\$ 322,116	\$ 0	\$ (322,116)	-100.00%
Intergovernmental Revenues	253,778	274,044	202,379	212,828	10,449	5.16
Charges For Services	781,775	0	462,369	0	(462,369)	-100.00
Miscellaneous Revenues	186	2,496	7,043	0	(7,043)	-100.00
Other Financing Sources	0	1,429,869	601,511	0	(601,511)	-100.00
<b>Total Revenues</b>	1,620,297	1,706,409	1,595,418	212,828	(1,382,590)	-86.66

### Final Budget Summary of Special Programs:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Salaries & Benefits	1,772,669	1,957,192	1,760,536	1,938,665	178,129	10.11
Services & Supplies	1,116,452	1,691,675	1,042,152	1,374,769	332,617	31.91
Services & Supplies Reimbursements	(2,461,794)	(3,120,972)	(2,487,387)	(2,965,811)	(478,424)	19.23
Other Charges	1,897,755	1,636,769	1,882,179	973,638	(908,541)	-48.27
Other Financing Uses	60,000	0	0	0	0	0.00
Intrafund Transfers	(714,553)	(426,272)	(588,174)	(1,064,433)	(476,259)	80.97
<b>Total Requirements</b>	<b>1,670,530</b>	<b>1,738,392</b>	<b>1,609,307</b>	<b>256,828</b>	<b>(1,352,479)</b>	<b>-84.04</b>
<b>Net County Cost</b>	<b>\$ 50,233</b>	<b>\$ 31,983</b>	<b>\$ 13,889</b>	<b>\$ 44,000</b>	<b>\$ 30,111</b>	<b>216.79%</b>

### Final Budget Summary of Executive Management:

Revenues/Appropriations	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05		Actual Amount	Percent
Miscellaneous Revenues	\$ 25	\$ 0	\$ 1,283	\$ 0	\$ (1,283)	-100.00%
<b>Total Revenues</b>	<b>25</b>	<b>0</b>	<b>1,283</b>	<b>0</b>	<b>(1,283)</b>	<b>-100.00</b>
Salaries & Benefits	1,846	0	455	0	(455)	-100.00
Intrafund Transfers	(2,079)	0	(2,079)	0	2,079	-100.00
<b>Total Requirements</b>	<b>(233)</b>	<b>0</b>	<b>(1,624)</b>	<b>0</b>	<b>1,624</b>	<b>-100.00</b>
<b>Net County Cost</b>	<b>\$ (259)</b>	<b>\$ 0</b>	<b>\$ (2,906)</b>	<b>\$ 0</b>	<b>\$ 2,906</b>	<b>-100.00%</b>

## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan Results	2005 Business Plan Target	How are we doing?
<b>EVALUATE CUSTOMER SATISFACTION WITH INFORMATION &amp; ASSISTANCE SERVICES VIA QUALITY ASSURANCE MAILER.</b> <b>What:</b> State-of-the-art Information & Assistance center which provides referral services to seniors. <b>Why:</b> A quality measurement tool will insure the highest level of customer service by I & A staff.	The goal is to receive at least a score of 4 out of 5 rating for service levels. Staff will identify strengths and weaknesses in its service levels as a result of survey.	Staff will continue to survey customers and strive to maintain a minimum of 4 out of 5 aggregate rating for each staff member. Staff will continue to identify strengths, weaknesses, and new methodologies to improve customer satisfaction.	This is a new performance measurement.
<b>PERCENT OF CLIENTS PLACED AND RETAINED IN JOBS.</b> <b>What:</b> The percent of clients placed in jobs and the percent of those working nine months after placement. <b>Why:</b> It measures the success of services delivered to both businesses and job seekers.	Placed in Jobs - 79% Retained in Jobs - 88%	Placed in Jobs - 80% Retained in Jobs - 89%	The Orange County Workforce Investment Area is currently meeting State Performance Measures for percentage of clients placed in jobs and the percentage of those placed still working after nine months.
<b>PROVIDES GAP ANALYSIS COMPARING THE NUMBER OF COUNTY JOB SEEKERS WITH NUMBER OF JOBS AVAILABLE.</b> <b>What:</b> Compares the existing and projected demand of jobs against the supply of workers in the County. <b>Why:</b> It measures the workforce system efficiency in matching current/future job supply with demand.	54,858	53,000	Orange County's unemployment rate continues to remain below the State of California's unemployment rate. Job seekers are able to find employment in Orange County's diversified economy.
<b>FILED 2,400 VETERANS BENEFIT CLAIMS FOR DISABILITY AND OTHER FEDERAL AND STATE BENEFITS.</b> <b>What:</b> Veterans benefit claims development and advocacy. <b>Why:</b> It enhances the quality of life for veterans, their survivors and dependents.	2,400 claims filed.	2,400 claims anticipated.	Program is on target for meeting the goal.
<b>ACHIEVE \$6,000,000 IN NEW VETERANS BENEFIT AWARDS FOR DISABILITY AND OTHER FEDERAL/STATE BENEFITS.</b> <b>What:</b> Veterans' monetary benefits paid to veterans, their survivors, and dependents. <b>Why:</b> Enhances the quality of life for veterans, their survivors/dependents, and stimulates the economy.	\$6,000,000	\$6,000,000	Program is on target for meeting the goal.
<b>MEASURE NUMBER OF HATE CRIMES PER 100,000 RESIDENTS IN ORANGE COUNTY.</b> <b>What:</b> Measures criminal acts motivated by the victim's perceived race, ethnicity, religion, gender, etc. <b>Why:</b> It measures the level of prejudice and intolerance in the community year to year.	Slightly over 4 per 100,000 population.	Slightly over 4 per 100,000 population.	The number of hate crimes increased sharply after 9/11 and then came back down the following years. The statistics continue to show a general downward trend over the last 3 years.
<b>MEASURE PERCENT OF SCHOOL PRINCIPALS RATING OCHRC'S BRIDGES PROGRAM ON THEIR CAMPUS AS USEFUL.</b> <b>What:</b> Survey of participating school principals conducted at a year-end evaluation meeting. <b>Why:</b> Measures the effectiveness of efforts to build understanding among diverse Orange County students.	95% of principals rate BRIDGES as useful.	95%	Positive results are an indicator of the success of this intervention.

## Key Outcome Indicators: (Continued)

Performance Measure	2004 Business Plan	2005 Business Plan	How are we doing?
	Results	Target	
<b>MEASURE PERCENT OF CASES REFERRED FOR MEDIATION THAT RESULT IN SUCCESSFUL RESOLUTION.</b> <b>What:</b> Dispute resolution services facilitate the settlement of disputes through mediation & conciliation. <b>Why:</b> It is a measure of success of the mediation process in helping community members resolve conflict.	75%.	72%.	Increased presence and collaboration with courts and community agencies has led to successful resolution rates.
<b>INCREASE SHELTER, SUPPORTIVE SERVICES, AND SUPPORTIVE HOUSING FOR AT-RISK AND HOMELESS RESIDENTS.</b> <b>What:</b> Maintain existing transitional shelter beds, supportive services and housing for the homeless. <b>Why:</b> Eliminates gaps in Orange County's Continuum of Care System for the homeless.	HCS was awarded \$11.4 million from HUD's for Continuum of Care projects and services.	Obtain \$10-\$13 million in federal, State, and local resources for homeless assistance and prevention.	HCS continues to make progress in the development and implementation of homeless prevention programs by partnering with other County Agencies, nonprofits, cities, and other stakeholders.

## FY 2004-05 Key Project Accomplishments:

- Developed and implemented a Countywide Senior Non-Emergency Medical Transportation Program with Tobacco Settlement Revenue funding. The program provides nearly 100,000 trips, had 8,800 older adults enrolled, and was growing at pace of 600 additional clients per month. Many older adults would not be able make their medical appointment without this program, because they lack other feasible transportation options.
- Developed a community education presentation to enlighten Orange County city councils and other policy makers on the urgent need to plan for the exponential growth of our aging population. The presentation features older adult population projections for the nation, the State, and Orange County in 2005 and 2020.
- Reorganized "One-Stop" system to improve services to job seekers and employers.
- HCS filed 2,254 claims on behalf of Veterans of Orange County, and facilitated the receipt of \$6,168,379 in monetary benefits.
- HCS continued to work with public and private agencies to secure and/or coordinate federal, state and local funds for shelters, permanent supportive housing, and supportive services for at-risk and homeless residents in Orange County.
- HCS promoted police and community relations through the Hate Crime Network; training 1,429 police officers and community members in cultural competency; and 1,800 youth and adults in human relations training sessions.
- Sponsored Cold Weather Armory Emergency Shelter Program which provided 39,878 shelter beds for 1,373 unduplicated homeless individuals and families.
- HCS created a separate fund to maintain Domestic Violence revenue which help fund domestic violence shelters and services.

**Administration** - This Division is responsible for purchasing, facilities management, budget, payroll, petty cash, and general support services.

**Community Advocacy** - Veteran's Service Office-Provides advocacy services and assistance to Orange County veterans, survivors and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. This Division also promotes the understanding of the importance of its veterans and their contributions to our country.

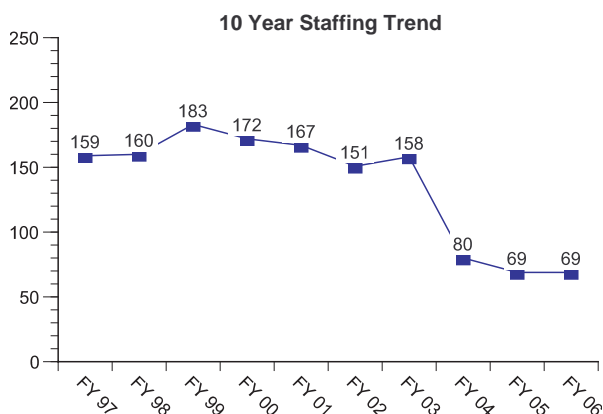
Human Relations Commission-Advocates mutual understanding among residents of Orange County and works to eliminate prejudice, intolerance, and discrimination. The Division along with its non-profit partner, the Human Relations Council, coordinates the Community Building, Dispute Resolutions, BRIDGES, and Leadership Development programs.

**Office on Aging** - Advocates, plans, and facilitates services as directed by Federal and State law for all Orange County older adults, their families, and caregivers, with a special focus on ethnic minorities and those with low incomes. This Division is the designated Area Agency on Aging for Orange County.

**Special Programs** - Administers State and Federally funded programs which include the Workforce Investment Act programs, the Domestic Violence and Dispute Resolution programs and the Senior AIDES (Alert, Industrious, Dedicated, Energetic Services) program. This Division also oversees all Orange County Workforce Investment Board functions.

**Executive Management** - Not applicable.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- No staffing changes for FY 05-06.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Not applicable.

### Changes Included in the Base Budget:

The overall Net County Cost (NCC) target for this budget was reduced by \$112,601 from last year. The budget reductions were made without initially eliminating any positions. However, as vacancies and attrition occurs, HCS will review each situation and may eliminate positions to improve efficiency and/or meet future NCC targets.

Human Relation's Commission (HRC)-Experienced an \$80,500 step-2 reduction from its FY 04-05 budget, and will need over \$200,000 in outside funding to balance its budget. Without the outside funding, HRC would need to cut 2 of the 3 funded positions, and may not be able to fund the program at all. HCS is submitting an \$80,500 augmentation to keep its NCC target at the FY 04-05 level.

Office On Aging (OoA)-Experienced a \$61,000 step 2 reduction from its FY 04-05 budget. OoA will meet the step 2 reduction by salary saving from vacant positions (and possibly eventual reduction of positions) and cuts in Services and Supplies. Future OoA cuts will result positions deletions, program cuts and a reductions in service levels.

Special Programs Division (SPD) - SPD received an additional \$600,000 in Cal Works funding from Social Services Agency to help "Welfare to Work" participants find and retain stable employment. Other federal funding is budgeted as if it will remain consistent throughout the year. However, these allocations are very uncertain at this time, and adjustments will be made if federal allocations change.

Veterans' Service Office (VSO)-Received a slight increase in its NCC limit and did not experience any significant changes to its budget. VSO expects to maintain its current programs and service level.



## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	Brass Ser.
<b>RESTORE LEVEL OF SERVICE FOR HUMAN RELATIONS COMMISSION</b> Amount:\$ 0	To provide funding that was targeted for reductions in order to restore service levels.	Continue efforts to maintain relationships with diverse County residents.	2472

## Final Budget History:

Sources and Uses	FY 2003-2004	FY 2004-2005	FY 2004-2005	FY 2005-2006	Change from FY 2004-2005	
	Actual Exp/Rev	Budget As of 6/30/05	Actual Exp/Rev <sup>(1)</sup> As of 6/30/05	Final Budget	Actual Amount	Percent
Total Positions	77	69	69	69	0	0.00
Total Revenues	11,680,374	13,399,805	12,836,720	11,141,332	(1,695,388)	-13.20
Total Requirements	14,867,831	16,418,878	15,318,026	14,153,215	(1,164,811)	-7.60
Net County Cost	3,187,457	3,019,073	2,481,306	3,011,883	530,577	21.38

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2004-05 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Community Services Agency in the Appendix on page page 476

## Highlights of Key Trends:

- In view of the growing and increasingly divers population of older adults, the Office on Aging (OoA) is working to improve the following areas for seniors: access to information, health care, and accessible and affordable housing. OoA will continue to work with various coalitions to increase its outreach to functions and to ensure the most needy seniors in the community are being assisted. As part of this effort OoA will actively promote its state-of-the-art Information & Assistance call center.
- Orange County's diverse economy helps to maintain its low unemployment rate (3.8%) compared to the rest of the state (5.7%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed locally. HCS operates two regional "One-Stop" Centers in partner with several other agencies and organizations, which provide skill development programs and helps match Orange County job seekers with employers. California's budget crisis had resulted in Workforce Investment funding reductions and further reductions would limit, reduced or eliminate these programs.
- The war in Iraq and Afghanistan, and the continuing fear of terrorism at home bring local human relations under growing pressure. The Human Relations Commission (HRC) will continue to promote police/community relations, collaborate with diverse ethnic groups, conduct Bridges School Inter-Ethnic Relations programs, develop leadership through training, and allocate funds to dispute resolution programs. Continued County budget reductions require increased outside fund-raising efforts to support and maintain these programs and services.
- The U.S. Department of Veterans Affairs (USDVA) has a backlog of over 600,000 unprocessed veterans claims and appeals. HCS staff is working with the National Association of County Veterans Officer to introduce legislation that would allow the Veteran Services Office to assist the USDVA in claims processing which would help reduce the backlog. The meet the changing needs of veterans, the VSO is coordinating with various organizations to implement new strategies targeted at improving the programs and services available to veterans and their dependents.
- The homeless issue in Orange County is complex and multifaceted. The jobs-to-housing imbalance, high cost of housing, and increasing number of lower paying service-sector jobs all contribute to the homeless problem in Orange County. To assist this population, HCS will increase and preserve shelter supportive services for at-risk and homeless resident via the following strategies: secure additional sources of funding for the Continuum of Care (CoC) system; work with grant recipients in par-



ticipating in the CoC program; identify additional resources for the County's various organizations to find long term solutions to end chronic homelessness.